SMART:
Keeping It In Perspective

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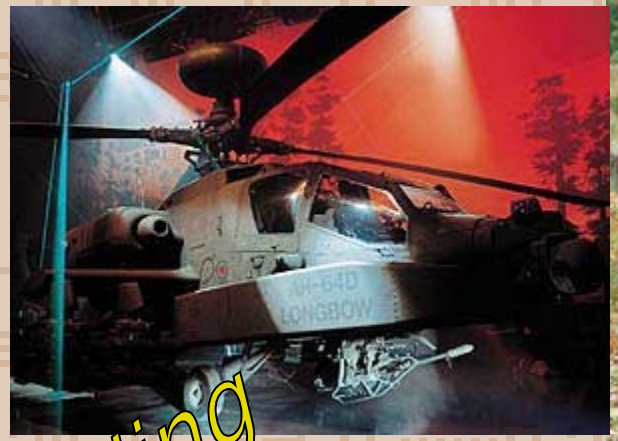
Acquisition Environment

Multiple forces are acting on how we equip soldiers for Army After Next



Technology

Missions

Threat

Funding

Reinventing Government & Defense Systems Affordability Council Goals

- **Reduce cycle time** by 25% (DSAC Goal - reduce by 50%)
- **Achieve visibility** of 90%of DoD materiel assets while resupplying military peacekeepers and warfighters and reducing average order to receipt time by 50%.
- **Simplify purchasing and payment** through use of purchase card transactions for 90% of all DoD micropurchases while reengineering the processes for requisitioning, funding, and ordering.
- **Increase procurement** with no top-line budget change, achieve annual defense procurement of at least $54 billion toward a goal of $60 billion in 2001. **Decrease paper transactions** by 50% through electronic commerce and electronic data interchange…
- **Decrease Total Ownership Cost** (TOC) for systems by 30% (DSAC Goal)

Acquisition Initiatives

- **Acquisition Reform**
  - Maximize flexibility
- **Transition to Digital Operations**
  - “Paperless PMO”
- **User Centered Engineering**
  - Increase equipment utility
- **PM Life Cycle Responsibility**
  - Section 912c National Defense Authorization Act FY99

Maximizing ROI in Digitization

Digital Information Age is about representing and exchanging ideas, concepts, and information digitally

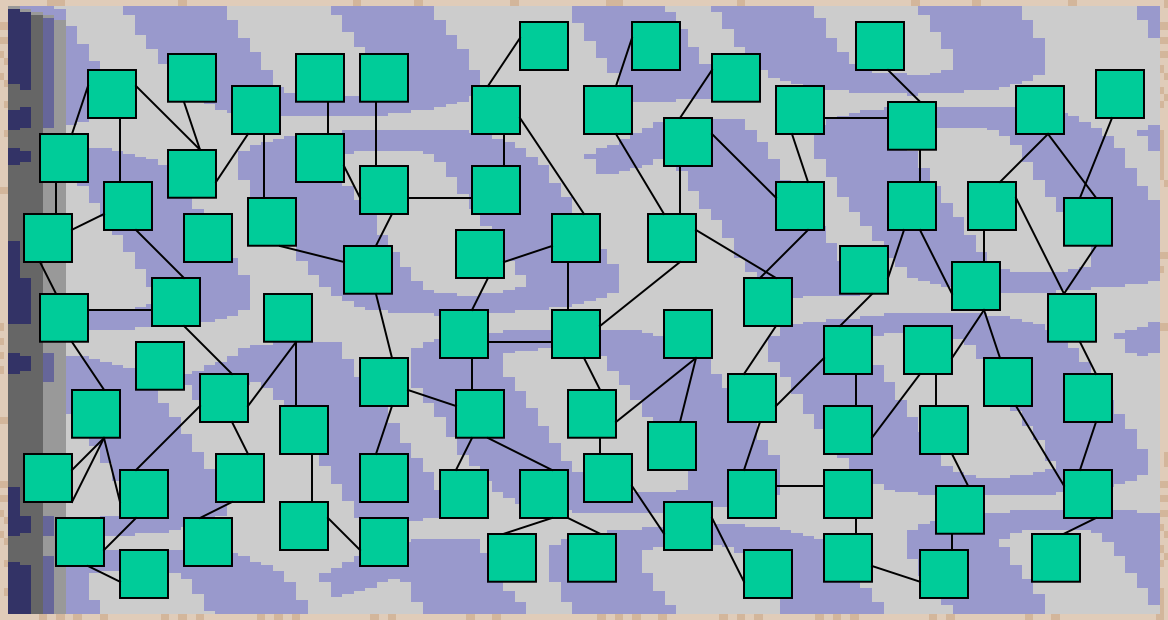
Acquisition processes will be shaped by digital technology influences (e-mail, electronic commerce, virtual reality, etc)

Maximizing ROI in Digitization

If a picture is worth a thousand words, what is a simulation worth?

Acquisition in Bits

Medium of digital information exchange in acquisition will be in Models and Simulations (M&S)…

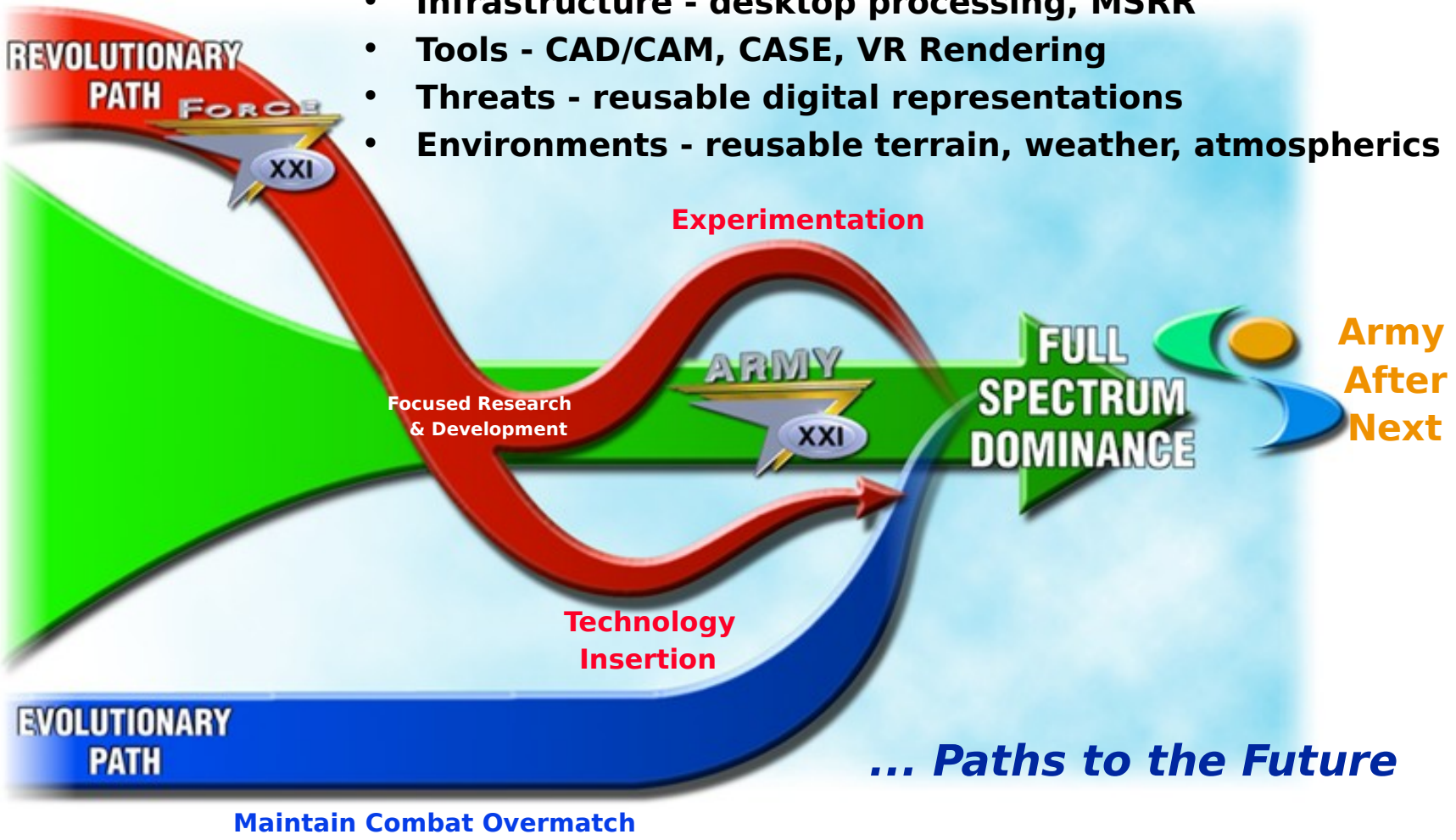


- **Human Brain can integrate no more than 7-9 unrelated concepts**
- **Illustration of 81 items interacting w/ each other… 6,480 possible interactions to integrate**

M&S provide the tools for evaluating complex systems with numerous sub-components and interactions

SMART As a Way Ahead

- Strategy - collaboration via integrated M&S
- Infrastructure - desktop processing, MSRR
- Tools - CAD/CAM, CASE, VR Rendering
- Threats - reusable digital representations
- Environments - reusable terrain, weather, atmospherics



SMART Points to Ponder

Acquisition Reform…A Note on Standards:

"In fact standards free companies to innovate much more rapidly, and profitably than do proprietary approaches. When standards define architectures, interfaces, and basic communications, companies can innovate 'on top of the standard'. We can focus on high-value capabilities without having to rewrite the architecture or interface"

Lew Platt, Chairman, CEO & President, Hewlett-Packard

Transition to Digital Operations…Data Interoperability with

Digital Operations demand a system that can adapt easily to changing conditions. As technology advances, M&S capability will advance but the need to pass back and forth between acquisition functions supported by M&S and business processes will remain.

SMART Points to Ponder

User Centered Engineering…Capturing User Input:

How do you make it easier for users to collaborate with designers,engineers, etc.? Provide desk top interactive visual representation (virtual prototypes). Especially important during early stages when concepts are still being shaped.

PM Life Cycle Responsibility… Flagship/Pilot Program:

Apache has been designated as both a SMART Flagship and Lifecycle Responsibility Pilot Program. SMART provides the strategy, tools, etc. to allow the PM to identify cost drivers, and potential solutions to reducing Total Ownership Costs, simultaneously with achieving desired capability upgrades.

SMART Challenge for PMs

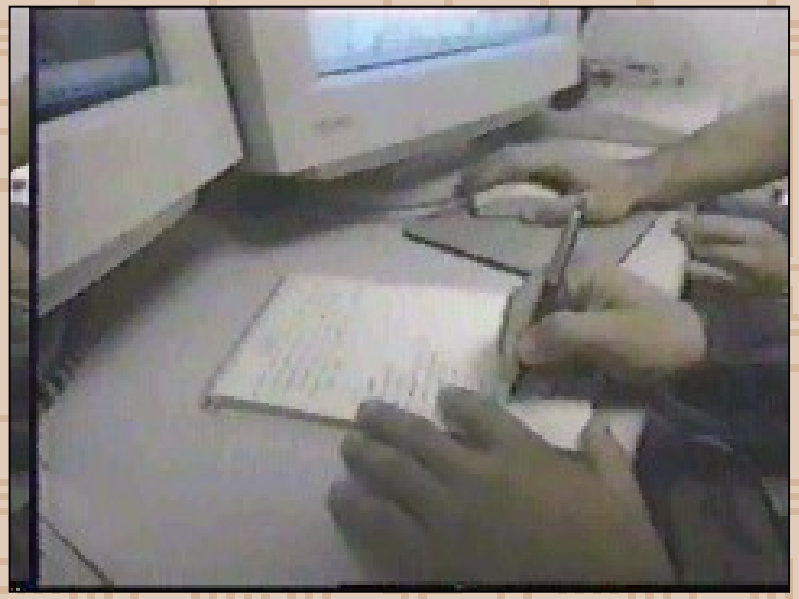
Existing acquisition strategies may not reflect the integrated use of M&S

Executing SMART may impose additional investment burdens on the program, but when viewed across the lifecycle of the program, overall cost savings in the program are likely to result

Challenge is to identify what existing assets can be leveraged in support of conducting a SMART program

Keeping It In Perspective

SMART is not a silver bullet, a panacea, or the final answer…



SMART is a way of capitalizing on the products of the Digital Information Age to respond to the forces that impact Acquisition